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ENCLOSURE A

General Proposals concerning the Proposed CIA Employee Journal

1. Mission of the Proposed Journal. As an adjunct to the Training Program, it would be the purpose of the Journal to sustain and increase employee enthusiasm for their work, keep employees informed about intelligence problems and especially those of CIA, increase understanding and cooperation among various branches of the Agency, stimulate a more active interest in intelligence as a career among promising employees, minimize employee turnover, and improve the work of CIA generally.

2. Content. The Journal would specialize in such general subjects as:

- a. Articles on broad aspects of intelligence and on intelligence as a career, frequently signed by the Director, one of his deputies, or one of the Assistant Directors.
- b. Articles on intelligence methods and developments, past and present.
- c. Articles on CIA organization, reorganizations, and current problems.
- d. Discussions of the inter-agency aspects of Central Intelligence.
- e. Articles having to do with the work of CIA outside the US

In addition, the following are suggested as either desirable or at least worthy of consideration:

- a. A Question and Answer column
- b. Articles submitted by employees on subjects relevant to intelligence and CIA.
- c. An intelligence news-roundup
- d. A page submitted by Personnel and Administration on problems of interest to all employees, including time-leave and attendance, pay schedules, and the like.

3. Frequency of Publication. It is suggested that two issues a month would serve to keep readers up to date without sacrificing their interest through too frequent publication.

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4. Circulation. The Journal would be circulated to all employees of CIA in Washington and to as many as possible of those in the field.

5. Classification. The Journal as a whole should be classified SECRET. It would seem advisable, however, to include under the omnibus classification Confidential, Restricted, and Unclassified material.

6. Format. The Journal would be printed on good but not expensive paper, by the offset process, prepared on electric typewriter. This process can be made to appear almost indistinguishable from linotype but is less expensive. Illustrations would be included on the cover and where indicated in the text.

7. Expense and Practicability. According to the Government Printing Office,

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[REDACTED] the job could be undertaken by the GPO without difficulty.

8. Staff. It is believed that a staff consisting of an editor, an assistant editor, and two secretaries would be sufficient to handle the publication of the Journal

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ENCLOSURE B
Discussion of the Proposals

1. An intelligence agency's success must depend very largely on its ability to find, train, and keep the best possible people for the rather unusual jobs that must be filled. The most important incentives that can be used to attract and hold competent people in these jobs are the relative fascination of intelligence work and the opportunity offered for doing an unusually important job in the service of one's country. CIA can obviously offer both of these incentives, but there are barriers to their continued development. Employees in routine jobs, divorced from the main currents of intelligence, kept of necessity from knowing very much about the workings of the agency as a whole or about the actual intelligence it handles, may start with high hopes and enthusiasm but soon be dissuaded from the notion that they personally are making any valuable contribution to CIA, may then become bored, and consequently either do a half-hearted job or resign. Promising young men and women who originally planned to make intelligence a lifetime career, may turn to something else unless they remain convinced that their own best interests and those of their country are bound up in their wholehearted efforts to further the work of CIA. Those entirely content in their jobs might gain a broader perspective on intelligence and be stimulated to more effective effort through a better grasp of broad intelligence problems if they were kept in constant touch with them. A CIA Journal that could advance employees' intelligence education, make them aware of what was going on in the Agency as a whole and help make them feel that they were really sharing in its vital mission, could improve their training, increase their incentive to do good work, and inspire their ambition to advance in their chosen profession.

2. Some of the types of articles suggested in Enclosure A for inclusion in the Journal might bear comment:

a. Explanations of CIA organization and reasons for changes in it would clearly be in order, particularly discussion of proposed changes that would affect the immediate status of individual employees.

b. Discussion of the functions of OO and SO might be banned on security grounds. It would seem, however, that, in a general way at least, some discussion of the work of these offices could be allowed in a paper classified SECRET and circulated only to persons cleared for the classification. Mutual understanding might promote cooperation where cooperation in the past is said to have been less than satisfactory.

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c. Encouragement of employee contributions to the Journal might, among other things, elicit valuable employee suggestions which CIA would otherwise not have received.

d. A page on personnel and administration problems is suggested chiefly because it would be more economical to include it in a single employee publication than to publish two separate bulletins.

e. A news-roundup (which would, of course, contain no sensitive material and nothing of high classification) might give a greater sense of participation to hundreds of employees whose jobs were not related to intelligence information as such. A more intelligent understanding of world events might also increase their usefulness to the Agency.

3. It would seem desirable, in so far as it would be practicable and secure, to circulate the Journal outside Washington. The main purpose would be to keep employees in the field in touch with developments in the home office to the end that they might render more intelligent service to the Agency as a whole.

4. The proposed Journal staff is probably the minimum that could do the job. The editor would require an assistant, not only in order that the office could function in his absence, but because the work would probably require frequent conferences in many parts of CIA and elsewhere which would keep one or the other editor out of the office a good deal of the time. One of the secretaries would have to be capable of reading proof, preparing copy for the printer, and other sub-editorial functions, and hence would have to be of a fairly high grade. The other would not have to be more than a good typist.

5. The object of the suggested format is to produce a product which would be neither so drab that it would repel readers nor so gaudy as to cost unnecessary money.

6. The expense of the operation would seem small in relation to the potential value of the Journal to CIA. According to the GPO, the printing costs would be considered low in relation to many printing jobs undertaken for the government. It is believed that the suggested staff could be acquired from within CIA. The salaries of the staff would not necessarily result in any change in the CIA budget.

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